

# Performance Measurement in King County

*Can an incremental, collaborative process be successful?*

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# *How to Achieve Countywide Success?*

## **Today's Presentation**

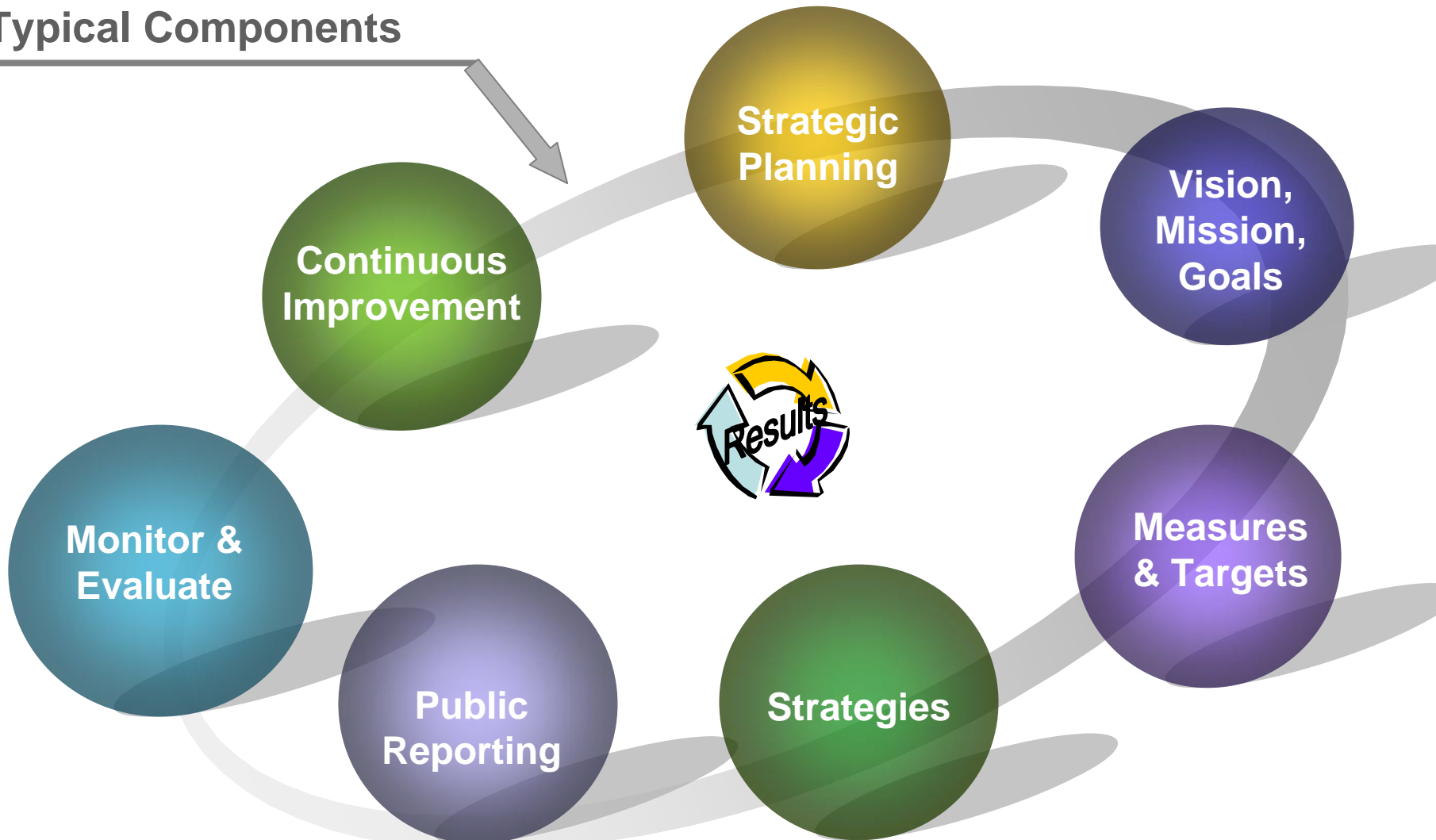
- **Background**
  - Components of a Performance Measurement System
  - Introduction to King County and Auditor's Office
- **Performance Measurement History and Program**
  - Countywide Mission and Vision
  - Historic Progress
- **Current Countywide Program and Work Group**
  - Strategic Plan Guidelines
  - Phased Work Plan
  - Current vs. Future Performance Management Framework
  - Recommendations and Steps to Fully Achieve the Vision
- **Advancing Performance Measurement—Lessons Learned**

## *Bottom Line: Slowly but Surely*

- King County's performance measurement efforts have evolved since the mid 1990s
  - More agencies have developed strategic plans, goals and measures
  - County officials are more interested in leading performance measurement, engaging the citizenry, identifying budget priorities, and holding agencies accountable for their performance [VIDEO\\_TS BudgetForum\VTS\\_01\\_1.VOB](#)
  - Three branches of government have a more common understanding of performance-based government

# *What Is Effective Performance Measurement?*

## Typical Components



# *About King County Government*

- Governance
  - Elected county executive and nine legislators; plus judges, assessor, prosecutor and sheriff
- Large Urban County
  - Population = 1.8 million
  - Geographic Size = 2,100 square miles
- Total budget
  - Combined capital and operating = \$3.86 billion

# *Diverse ♦ Beautiful ♦ Challenged*



# *King County Auditor's Office Role*

- Conducts performance and financial audits
  - Established 1970
    - Modeled after US Government Accountability Office
    - Emphasis on efficiency, effectiveness and compliance audits
    - Also conducts mandated special studies and projects
  - County Auditor appointed
  - Council adopts annual work program
  - Annual budget of \$1.8 million
  - Highly experienced/expert staff (13) and consultants (6)

# Office Mission, Goals, and Measures

## ■ Strategic Plan

- *Mission*: Conduct audits that recommend improvements to accountability, performance and efficiency
- *Goals*: Increase impact and maintain credibility; facilitate performance measurement and reporting; and leverage expertise to achieve improvements
- *Measures*: Fiscal, Service/Performance, Compliance/Accountability Impacts



# Office Accomplishments/Results

- Highlights of Recent Accomplishments
  - Strengthened capital projects oversight and economic analysis
  - Identified opportunities for Jail, Sheriff, and Building Permit Departments to deploy staff more efficiently
  - Promoted application of best practices countywide
  - Identified cost savings of approximately \$3 million
  - Achieved nearly 90 percent concurrence with county agencies on audit recommendations
  - Facilitated performance measurement work group in implementing a countywide performance measurement and reporting system

## *What's the Purpose?*

“King County will develop an effective system of county-wide strategic planning, performance measurement and management designed to enhance government accountability, service performance, and resource allocation.”



# *King County's Vision*

- A countywide performance measurement system in which:
  - Leaders collaboratively establish county priorities
  - Agency services and resources are aligned to strategic goals and county priorities
  - Citizens are engaged and results are reported
  - All managers and policy-makers participate in performance measurement efforts
  - Organizational learning is enhanced

# *Performance Efforts Initiated in 1990s*

- Off to a slow start
  - 1991: Auditor audit identified need for performance measurement
  - 1997: Council Oversight Committee established
  - 1999: Executive launched *Performance Measures Initiative*
  - 2001: Auditor determined performance measurement efforts unsuccessful due to policy and operational differences
  - 2002: *Governing Magazine* gave King County a “C” grade because of inadequate progress

# *Moving Forward Over Time*

- 2002 to 2007 endeavors reflect progress
  - Council's Priorities for People, citizen engagement and policy mandates
  - Executive's AIMS High report, KingStat, Performance Measurement Office and business plans
  - Other county agencies' strategic and operational master plans
  - KCAO countywide work group



# Countywide Work Group

- How is the performance measures work group organized?
  - 2003 mandate from Council in Auditor's Office annual work program
  - Auditor chairs work group; consultant facilitates group tasks; recommendations made to Council
  - Members include agency deputies and senior staff
  - Meets about monthly



# *Work Group Dynamics*

- What's unique about the work group?
  - Collaborative process representing all elected officials and branches of government
  - “Voluntary” participation
  - Advisory but recommendations potentially mandated
  - Promotes common framework, communication and credibility
  - Sustainable in dynamic environment

# *Work Group Accomplishments*

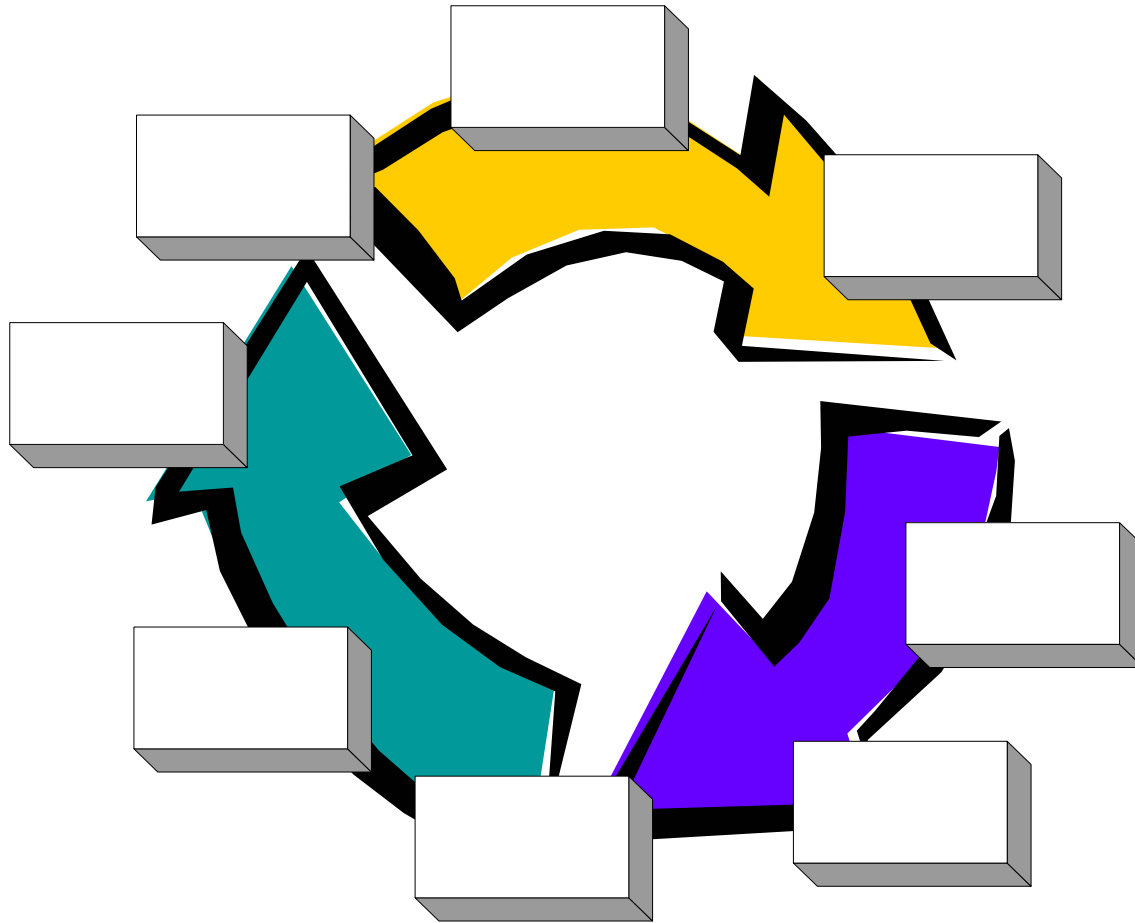
- What has the work group accomplished?
  - Framed a strategic approach
  - Developed annual business plan guidelines
  - Reviewed business plans and measures
  - Proposed vision, goals and four-phase work plan to achieve countywide mission
  - Addressed first phases of plan



# *Adopted Four-Phase Work Plan*

1. Continuous improvements – Enhance training and business plans (2007)
2. Develop a high-level framework – Seek consensus on preferred option (2007)
3. Detailed design – Link to resource allocation and public reporting per GASB
4. Implementation – Infrastructure, communication plan and alignment with county priorities

# *Business Plan Guidelines*



# *Phase I Improvements*

- Enhance business plans – Constructive group process suggestions/outcomes:
  - Substance of agency business plans varied and improving
  - Measures useful for developing baseline data but not for resource allocation decisions
  - Targets and stronger linkages needed between strategies and goals
  - Separately elected officials use diverse yet compatible planning approaches

## Example of Work Group's Input on Plans

- *Outcomes for goals?* Majority output measures; linkages not demonstrated
- *Performance targets?* Targets based on expected funding availability rather than strategy to improve performance
- *Performance benchmarks?* Actual performance compared to prior years; no external benchmarks



## *Phase II High-Level Framework*

### How to transition to the future:

- Agencies and departments continue to develop and improve planning, performance measurement, and reporting
- All agencies and departments submit annual business plans as part of the budget process
- All agencies and departments develop a strategic plan every three to five years
- Publish an annual countywide performance report to the public
- Implement a countywide citizen engagement process.
- Prepare a countywide strategic plan every three to five years

# Current Model

## Executive

Department  
Strategic Plans

Operational Master  
Plans

Business Plans &  
Performance  
Measures

Executive Budget

## Sheriff, Assessor, Prosecuting Attorney

Agency Strategic  
Plans

Operational Master  
Plans

Business Plans &  
Performance  
Measures

Sheriff, Assessor, &  
Prosecuting Attorney Budgets

## Judicial

Agency Strategic  
Plans

Operational Master  
Plans

Business Plans &  
Performance  
Measures

Judicial Budgets

King County Annual Budget

# Future Model

Citizen Priorities and Community Performance Indicators

King County Priorities

Countywide Strategic Plan and Performance Report

**Council**

Strategic plan  
Operational Master Plan  
Business Plans & Performance Measures

Council Budget

**Executive**

Department strategic plans  
Operational Master Plans  
Business Plans & Performance Measures

Executive Budget

**Sheriff, Assessor, Prosecuting Attorney**

Agency strategic plans  
Operational Master Plans  
Business Plans & Performance Measures

Sheriff, Assessor, & Prosecuting Attorney Budgets

**Judicial**

Agency strategic plans  
Operational Master Plans  
Business Plans & Performance Measures

Judicial Budgets

King County Annual Budget

# *Recommend Code Amendments*

Council consider mandates to meet the future vision:

- Require all agencies and departments to submit annual business plans as part of budget process by a future target date
- Require all agencies and departments develop a strategic plan every three to five years by a future target date
- Require annual countywide performance reporting
- Require that a countywide citizen engagement process is developed by a future target date
- Require a countywide strategic plan every three to five years by a future target date



# *Sample Countywide Strategic Plan*

## **Mission**

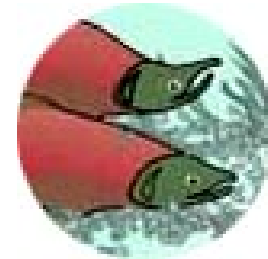
- Provide needed high-quality, cost-effective services to enhance the lives of county residents and to support economic vitality of the region

## **Vision**

- Performance-based county government will promote and support the overall quality of life into the future

## **Goals**

- Promote trust in government
- Improve mobility of residents
- Protect the natural environment
- Protect and maintain public health and safety
- Maintain an equitable and effective justice system
- Measure our performance and report to the public



# *Sample Countywide Strategic Plan*

## Sample Measures and Targets

- Increase public satisfaction rating of county services by 10 percent in 2009
- Reduce transit vehicles' emission of greenhouse gasses by 20 percent by 2010
- Improve child immunization rates by 8 percent in 2009
- Increase the percentage of water safe for swimming by five percent by 2009
- Improve participation rates in specialized diversion courts by 10 percent in 2009
- Reduce emergency response times by 5 percent in 2009

# *Results Achieved?*

- Ongoing leadership by public officials
- Increased countywide participation
- Culture shifting to performance measurement/outcome orientation
- Improved performance data and reporting
- Greater system orientation vs. ad hoc efforts
- Improved linkage to budget
- Improved public transparency and engagement

# Expected Outcomes?

- Continue improvements in the consistency and quality of strategic plans and performance measures
- Continue building culture of performance management
- Continue implementation of an overall approach to strategic planning, performance measurement and reporting
- Understand commitment & challenges to implement next phases
- ***Make a measurable difference in performance and accountability***



# *The Road Ahead*

- Additional phases of implementation
- Continue collaborative work group
- Keep individual efforts linked
  - Strengthen connection of performance measurement to budget
  - Determine responsibilities and resource needs
- Ongoing consultation with council and other countywide electeds



# *Lessons Learned*

- Communicate, collaborate and educate
- Be persistent, diligent and patient
- Promote legislative leadership and key management/staff leadership
- Recognize independence of separately electeds but engage them
- Balance expectations with resources and capacity

